



Minutes
January 19, 2018
Mountain Village, Colorado

Attending:

David Averill	SMART	Clint Kinney	Snowmass Village
Laila Benitez	Mountain Village	Sue Kunz	Mountain Village
Patrick Berry	Mountain Village	Ron LeBlanc	Durango
Natalie Binder	Mountain Village	Bob Lenz	Jackson, WY
Matthew Birnie	Gunnison County	Dara MacDonald	Crested Butte
Dean Brookie	Durango	Mark Matthews	Keystone Neighbor. Co.
Todd Brown	Telluride	Bruce McIntire	Mountain Village
Dan Caton	Mountain Village	Jeanne McQueeney	Eagle County
Virginia Egger	Avon	Leia Morrison	Gunnison
David Everitt	Moab	Jim Schmidt	Crested Butte
Russell Forrest	Gunnison	Steve Skadron	Aspen
Dan Gibbs	Summit County	Heather Sloop	Steamboat Springs
Jack Gillbride	Mountain Village	Karn Stiegelmeier	Summit County
Michelle Haynes	Mountain Village	Kevin Swain	Mountain Village
Ross Herzog	Telluride	Melissa Turley	Teton Village
Dan Jansen	Mountain Village	Delanie Young	Telluride
Todd Jirsa	Estes Park		
Jackie Kennefick	Mountain Village		
Bill Kight	Mountain Village		

I. Call to Order and Introductions, Dean Brookie, CAST President

II. Approval of October 2017 Meeting Minutes

There was a motion to approve the October 2017 minutes with the correction of a typo, and the motion passed unanimously.

III. Welcome to Mountain Village, Mayor Laila Benitez & Bill Jensen, Telluride Ski & Golf Resort

The Town of Mountain Village is happy to host CAST and recognizes the value of the organization. The ski company, Telluride Ski and Golf Resort, plays an important role in the community and in local economic development and Bill Jensen, President and CEO, stressed his belief in cooperation and collaboration. Colorado is experiencing the third lowest snowfall in the state since the 1880s. Snowmaking started in the east and has become commonplace in Colorado. Over this Christmas holiday with very limited snow, they crafted a different kind of trip for the guests. They focused on activities other than skiing. The snowmaking staff has worked hard, long hours to make the skiing happen. The cost to make snow per night is \$20,000 and they have spent \$ 1.2 M to date on snowmaking which is 50% more than in a typical season. The economic impacts on the community due to lack of snow are not as significant as one might think. Telluride has done 82% of a record year of skier visits. Food & beverage revenue is at 94% and retail is at 93% of last year so sales tax won't be off too significantly. It meant a \$700K reduction in revenue, but TelSki reduced the price of lift tickets and ski lessons over the holidays so the staff could have work. It was important to do this short term sacrifice for a long term benefit to the communities of Mountain Village and Telluride. The resort wants to help maximize the revenue that is brought into these communities.

Both communities have a long-time commitment to affordable housing. Years ago, affordable housing wasn't on the list of what ski resorts had to address, but that has changed. They have 1200 workers on payroll and provide 360 beds of affordable housing. The Illium housing project is new and will include 70 bedrooms. After this is built, they will have housing for 36% of the workforce. The goal is 40%. Bill is a believer of being able to live where you work.

IV. San Miguel Area Regional Transit (SMART) Formation and Implementation

Todd Brown, SMART Board Member: As the county considered forming a Regional Transit Authority (RTA) they looked to the Roaring Fork Transit Authority (RFTA) for guidance and utilized Director Dan Blankenship as a mentor. The valley sees 2000 cars a day during the peak and they don't have the infrastructure to park them. Public transit reduces traffic and demand on parking, improves regional air quality and reduces emissions. An RTA gives improved leverage for grants, increased efficiency for staff and services, provides a single stream of public information on transit, merges leadership and expertise, and coordinates transit infrastructure. An RTA requires voter approval under state statute and can include transit, trails, rail, aviation, roads, aerial, and related infrastructure like parking lots and park and rides. An RTA boundary can cross county lines and requires an elected official from each jurisdiction serve on that board. The RTA effort brought Mountain Village, Telluride and San Miguel County together for a year-long facilitated process. With administrators, attorneys and elected officials, the process

involved about 30 people so an effective facilitator was key to success. After decades of unsuccessful attempts, the process resulted in major points of agreement: an intergovernmental approach, to start small and expand later like the RFTA model, and spread the tax burden across users (locals and visitors) with a 50/50 mix of sales and property taxes. The gondola is not part of the RTA, at least not initially, and costs \$4M to operate. (Presentation posted on CAST website.)

Amy Levek, SMART Interim Director: The election strategy included a significant volunteer effort and a pretty basic campaign. They were surprised by the role of social media in the success of their campaign and how it proved to be a great way to engage the region in discussions. Their social media video reached almost half the population. There was one ballot question each for Mountain Village, Telluride and unincorporated San Miguel County and each ballot question had to pass to form the RTA. The following was presented to voters: Bringing the individual transit systems into one, permanent designated funding, the ability to tap into grants, and to provide a regionally coordinated system that would result in a reduction of traffic and improved parking. They worked to make the tax increase equitable. In Telluride, 66% voted yes, 62% in Mountain Village and it was similar in unincorporated San Miguel County. During the first year they adopted an IGA, seated the first board (two electeds from each jurisdiction), formed community and citizen advisory committees, created a strategic plan, wrote policies, designed website and a logo. They held seven community meetings to gather public input, hired an Executive Director, and designed an intercept lot. Lesson Learned: running a government is not the same as setting one up, hiring an executive director takes longer than you might think, mentors are important, make sure the public understands the difference between district and service boundaries, communicate regularly, make visible increases in service as soon as possible, gather community input, make sure level of funding is appropriate, and realize the relationships of participating jurisdictions might change over time. (Presentation is on CAST website.)

Discussion:

- Each jurisdiction has a unique sales/property so that makes finding the right tax balance challenging.
- What was the leadership that really started this effort? As the county's revenues were declining, San Miguel County lacked the ability to service a route to Norwood and they asked Mountain Village and Telluride to help support that service. So it was fiscally driven. They showed the target revenue, and what was needed to be to get there. The County collects the entire property tax component.
- They haven't utilized state or federal dollars other than the intercept lot that will be designed with CDOT money. SMART will apply for grants.

- Montrose County considerations: There is significant workforce traffic from Montrose to this area.
- They did not put air into this RTA like the Gunnison RTA did.
- The transit service is not totally free. The commuter vans collect a small fee.

V. Transportation Technologies: Road X & CDOT/Panasonic Partnership

Peter Kozinski, RoadX, CDOT & Chris Armstrong, Smart Mobility Programs, Panasonic.

People, Technology and System are focus areas for CDOT and they see technology as an answer to some of the state's transportation issues. Road X is a simple concept to open our state up to partnerships with the private sector. The Road X program will address both safety and mobility. Connected Vehicles (CV) and Automated Vehicles (AV) can increase mobility 40-400%. NHTSA is giving guidance on standards and a national platform is critical, especially given the high number of out of state visitors we see in Colorado. This technology can enhance infrastructure and can assist on a road that wasn't even built to standards. The other end of the spectrum is a roadway that doesn't need any signs or stripes. CDOT has mapped our state's roads and this will be used as a planning tool. This program is a catalyst to pilot CVs and then hopefully bring them into the mainstream. The Panasonic partnership is focused on the Connected Vehicle system. The budget for RoadX is \$12M a year.

Panasonic is a global company based in Japan and is no longer just a maker of TVs. Only 8% of their business is in consumer electronics. They partnered with the City of Denver and the Governor to bring the Smart City concept to Colorado and such urban models could easily apply to resort and rural communities. Their Colorado offices are located near the airport and other resulting partnerships include working with Xcel to launch a micro grid to power their building eight times over, Smart Streets will manage the lighting and they will partner with NREL to launch a carbon neutral plan. Easy Mile will provide the automated electronic shuttles. Panasonic is designing an open data platform that CDOT can use. This program turns our vehicles into our data. If vehicles can share all of their information, they can communicate just-in-time-info to other vehicles. With the rapid spread of technology, regional and even broader cooperation is absolutely critical. Panasonic and CODT just finished Phase 0 and are now in Phase I (see slide 42). They are starting with a pilot project on Interstate 70 but they are committed to building this network statewide.

CDOT is working with existing cell providers to utilize the technology available today. Peter highlighted some of CDOTs current projects including Smart Truck Parking, Smart Pavement, Smart 25, and Smart 70. Peter stated that the future is definitely electronic vehicles and the industry would agree. The range limitations and price points are somewhat prohibitive and

CDOT is considering how infrastructure could aid in charging vehicles. Colorado is also being considered for Hyperloop's first operational system.

CDOT launched a global challenge to gather ideas to improve bike and pedestrian safety. Their plan is to deploy some of the ideas, and the best performer will get funding to implement. The Smart Pavement project will play into this. They will do a similar challenge with how technology can work to reduce vehicle/wildlife collisions. This was prompted by a request from the City of Montrose. Soft shoulder/rollovers is another issue where technology can assist. (Presentation on CAST website.)

Discussion:

Regions need to look to how they can leverage partners and resources into a focused effort. For example, government, schools, hospitals, and business can come together to leverage broadband. Sen. Hatch is focused on federal broadband funding for rural areas. Panasonic is working on battery storage capabilities that can better address necessary snowmelt in communities (streets, pedestrian paths and driveways for example) so these communities won't have to rely upon fossil fuels. This can help communities work towards their carbon reduction goals.

VI. Telluride Arts, Kate Jones

Telluride Arts predecessor, Telluride Council of the Arts and Humanities, was the first 501c3 in Telluride and was an incubator for many of the current day arts and music festivals. The organization became invisible so much so that the arts community would not consider it when talking about the future of the arts in Telluride. The community recalibrated the organization and considered what it should become. Telluride had one of the first certified arts district. Such districts incentivize communities to implement best practices for arts development. Telluride Arts was asked to work on the wayfinding effort that the town had started. Along with many partners, they looked at what the larger-picture needs were around wayfinding. One focus was to build a bigger connection between Telluride and Mountain Village. Phase I was a kiosk to provide better info in the way of street signs that make it easier for locals and visitors to navigate town, and there are plans for a second kiosk.

Another master plan priority was a permanent place for the Arts in Telluride. They are renovating the Telluride Transfer Warehouse which was built in 1906 and is the most iconic building in town. It was part of the Telluride Transfer Company and equipment for the area mines came by train and were placed into this warehouse. The building provided other purposes throughout the years, was sold to a developer and then the warehouse was transferred to the town. The roof collapsed and the warehouse fell into disrepair over a period of 40 yrs. In 2015 they opened it up, brought the public in, and it was special for people to get

to be inside this iconic building. Plans for the future are to make it a permanent home for the arts and they did the planning with ArtsSpace. The building will provide performance space, lecture space, traveling exhibitions and other community events. They did an open call to architects and got responses from 30 firms. They held an Open House to present the three finalists' designs and selected LTL out of New York. The design will drop a new building inside the historic walls and they will do a capital campaign to fund the project.

The organization's other projects include a couple of gallery spaces, a working artist studio cooperative, art walks, classic home tours featuring chefs, architects, designers, and fine art displays. They also host lots of partner events such as a theater program. Plans are approved for an affordable housing project to include the Aha Studio. The economic impact of Arts in Telluride is significant with the payback of arts being 10 times that of a community 3 times Telluride's size.

VIII. Update Business

Crested Butte charging 5% sales tax on STRs – This is new for Crested Butte and Mayor Schmidt asked if anyone has heard of any lawsuits based on enforcement of ordinances. No one had. Durango is more restrictive than most as they put a cap on the number of Short Term Rentals (STRs). The goal of the Durango council was to maintain neighborhood character. Parking requirements, a business license, posted license number are other requirements. The last two help with tracking. They pay a lodging tax as well. This is all imbedded into land use codes and they are illegal in some neighborhoods. Durango is looking separately at the model of just renting out a single room in an occupied residence. Snowmass taxes STRs as lodgers, but not as commercial. Telluride is getting at the compliance piece through MuniRevs and they require a business license. It is estimated that 25% of the visitors that come to Telluride utilized STRs.

IX. Innovators Showcase

This will be a re-occurring agenda item where members have three minutes to highlight an innovative or successful effort.

Mountain Village- In 2011, Mountain Village started efforts to collect sales tax on short term rentals. They have since hired MuniRevs, owned and operated by Erin Nehr, and been happy with that service. Property owners now have a place to register their rental online. MuniRevs grew sales tax and lodging tax revenue substantially. The service uses mapping technology to flesh out compliance and increase the compliance of short term rental owners.

Summit County – Summit County has been successful at taking mine-scarred lands and turning them into open space. River restoration was completed on damaged stretches of stream throughout the County in order to meet recreational demand for activities like angling and boating. Mine cleanup projects were completed in partnership with the EPA, Colorado Division of Reclamation, Mining, &

Safety, the Colorado Division of Public Health & Environment, Trout Unlimited, and others. The county also completed an EPA funded Brownfield Assessment to review mining claims for environmental liability and cleanup potential.

Snowmass Village-Snowmass created a plaza at the base of their ski area. At that plaza, the town owns a community building that was originally envisioned to be a science museum highlighting the local dinosaur find but they are now looking for innovative ideas for use of that building. Some of the uses being considered are performance arts facility, a virtual reality space, or flex space for community gatherings. This building creates a potentially great opportunity but could also be a financial sink hole. Any ideas, suggestions or lessons learned from CAST members are welcomed.

Meeting adjourned at 11:50 a.m.